



Customer Care Call Center Contractor Options

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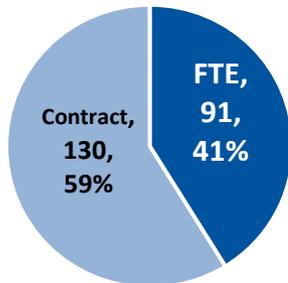


Customer Care Overview

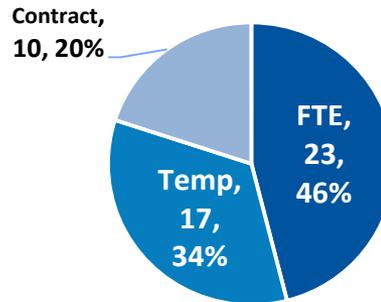
Customer Care has three work groups that directly support the customer.

Austin 311 & Utility Contact Centers	Customer Service Management	Billing Production & Support
<p>221 employees 6200 calls per day, 2 M a year</p>	<p>50 employees 25,000 escalations annually</p>	<p>64 employees \$1.6B remitted annually</p>
<p>Provides utility support for 5 departments, City-wide information for over 1M citizens</p>	<p>Handles customer escalations, administers low income programs (Discount, Plus 1, Weatherization Education)</p>	<p>Provides walk-in services, bill generation, mail, and payment processing</p>

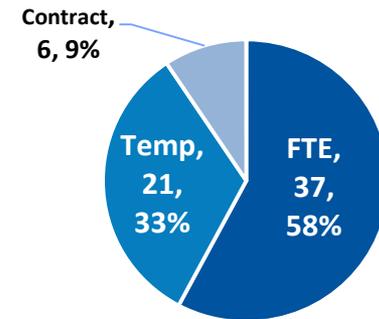
Austin 311 & Utility Contact Centers



Customer Services Management



Billing Production & Support





Call Center Metrics

Call Centers use a variety of metrics to measure performance. Due to the growing workload the Customer Care organization has struggled to achieve performance targets.

Metric	Goal	Actual (Year To Date)
Service Level (% of calls answered within 90 seconds)	90%	47%
Average Speed of Answer	90 seconds	4 minutes
Maximum Hold Time	-	26 minutes
Abandon Rate	10%	13%
Average Handle Time	5 minutes	7 minutes



Call Center Improvements

Technology and process changes implemented:

- Call Back Assist
- Enhanced Interactive Voice Response (IVR) with automated data retrieval
- Self Service Options on the portal

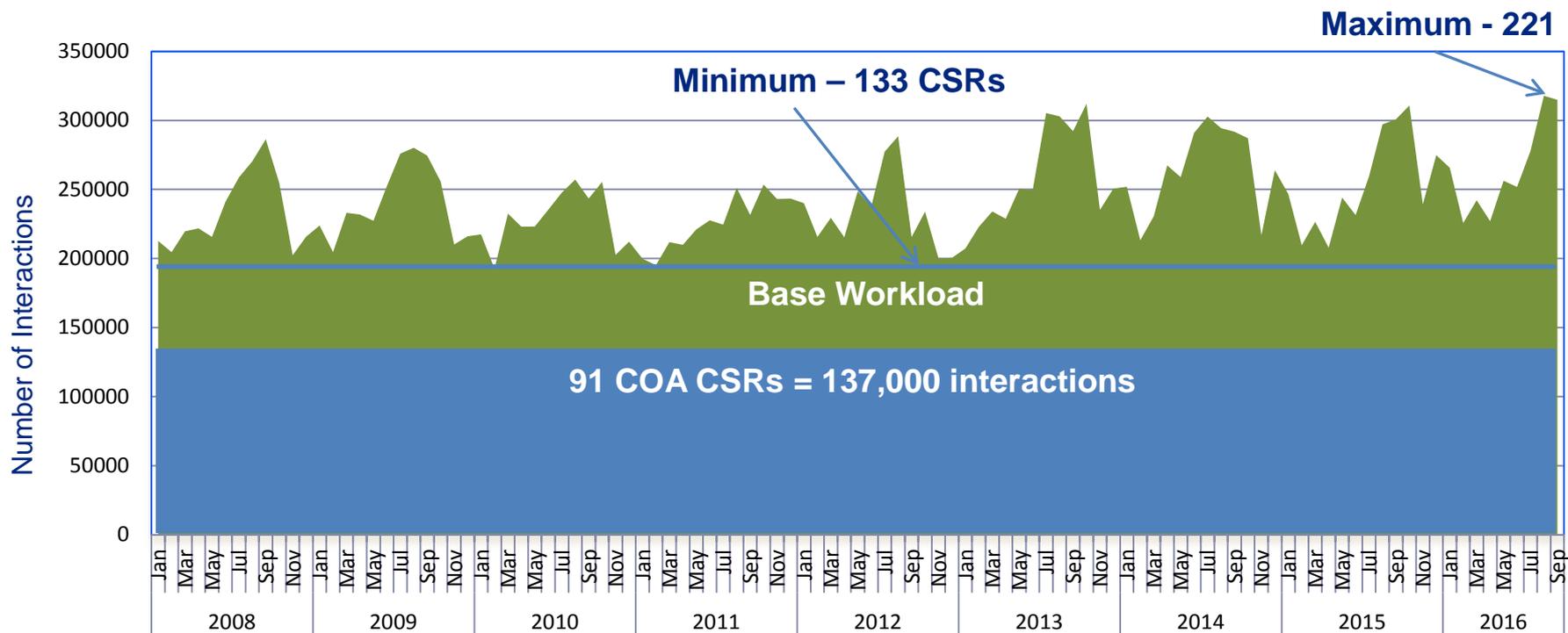
Recommended options to improve overall customer service:

- **Convert**
Convert staffing agency contractors to City employees
- **Shift**
Shift “long-term” Municipal Program Workers (Temps) to contractors
- **Add**
Add “Overflow Call Center” to increase service levels during times of high call volume



Contact Center Workload

**There are not enough FTEs to perform base workload in Contact Centers.
An additional 42 FTEs are required to meet the minimum need.**





Convert Contractors to FTEs

Cost to convert 42 contract employees to City of Austin permanent employees is approximately \$1M.

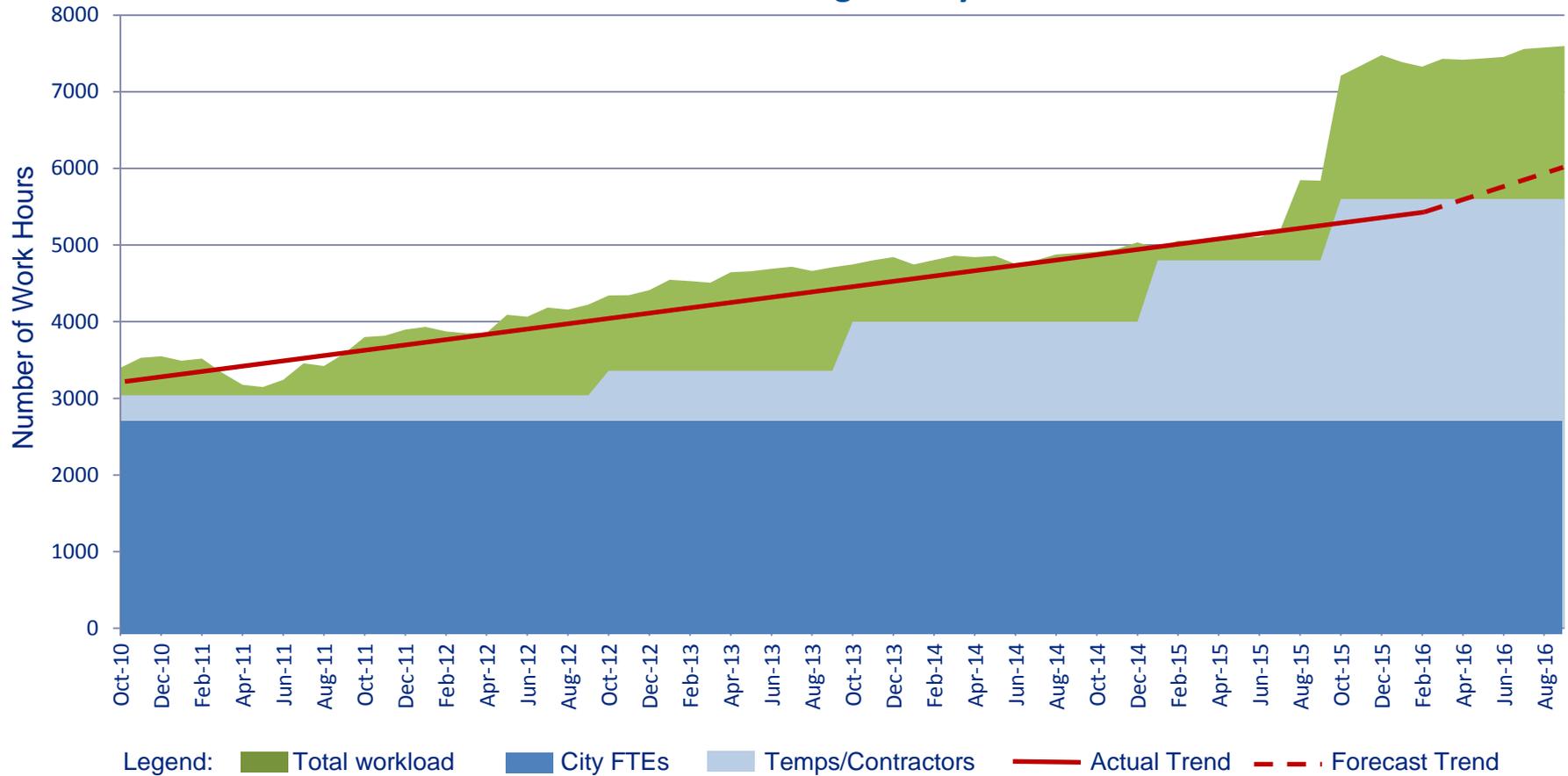
			Recommended Option				
Ratio of FTE to Contractors	Current 40/60	50/50	60/40	70/30	80/20	90/10	100/0
# of COA Employees	91	111	133	154	177	199	221
# of Contract	130	110	88	67	44	22	0
*Contract Personnel Cost	\$5.6M	\$4.8M	\$3.8M	\$2.9M	\$1.9M	\$0.9M	\$0
**COA Personnel Cost	\$5.3M	\$6.6M	\$8.0M	\$9.5M	\$10.9M	\$12.0M	\$13.3M
Total Cost	\$10.8M	\$11.4M	\$11.8M	\$12.4M	\$12.8M	\$12.9M	\$13.3M
Cost Difference	n/a	\$.6M	\$1.0M	\$1.6M	\$2.0M	\$2.1M	\$2.5M

- Provides additional permanent CSR positions (to cover base workload)
- Coverts best contractor's to new permanent positions
- Includes 3 Supervisors to oversee teams



Historical Workload Trend

Customer Services Management 5-Year Staffing History

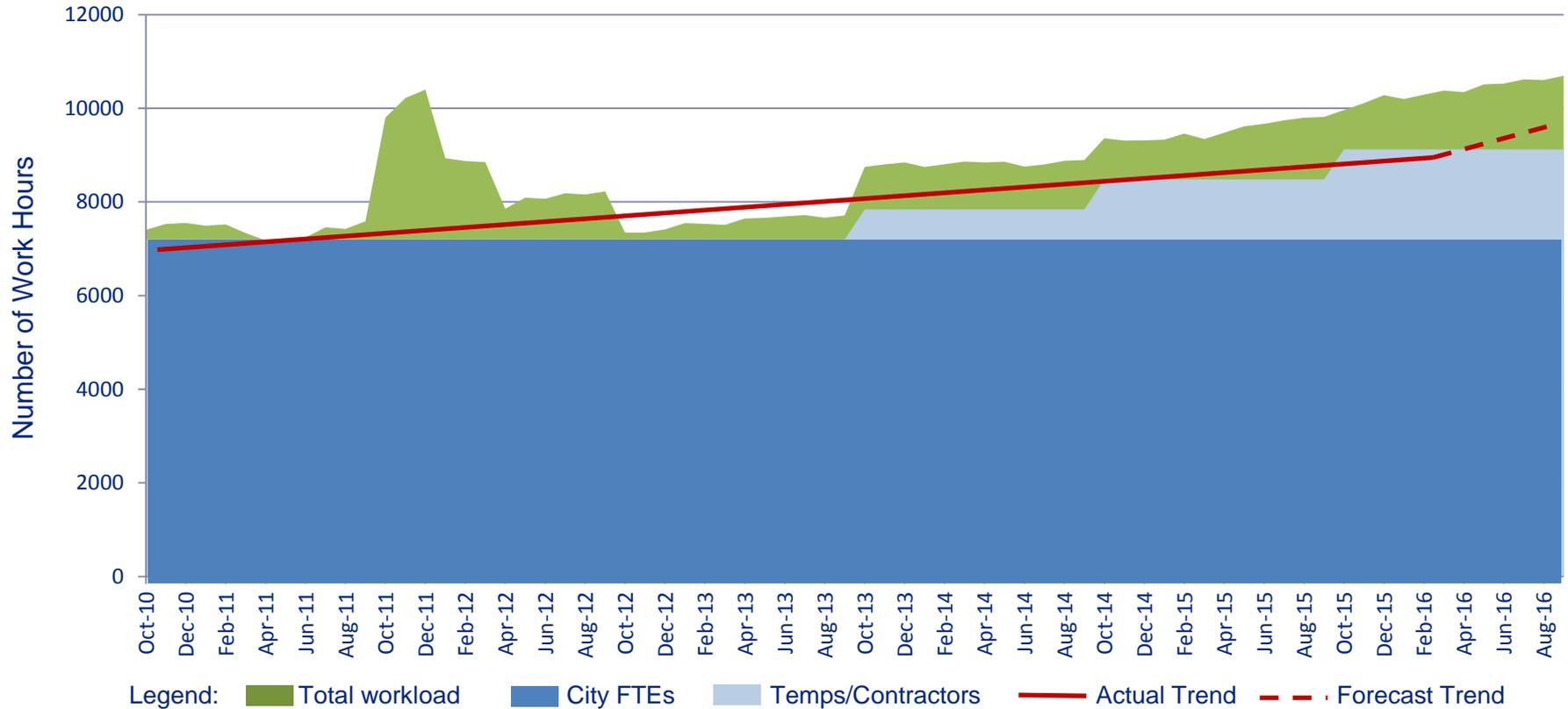


- The number of customers receiving assistance has increased by 300%. The number of escalations as well as the complexity of issue resolution has also impacted total workload.



Historical Workload Trend

Billing Services Management 5-Year Staffing History



The implementation of the new billing system increased workloads during the stabilization period, however billing and remittance workload has increased steadily over past three years as a result of the increasing number and complexity of customer accounts.



Other Options to Improve Customer Service

In addition to converting contractors we recommend:

- **Shifting “long-term” temporary employees to the staffing contract**
- **Adding an overflow Call Center to take calls during high-volume call periods**

Shift – Procure a new staffing contract

- Shift 22 COA Temps to the staffing Contract
- Increase starting pay for Representatives
- Add new skill requirements
- Anticipated increase in vendor markup

Current Contract	New Contract
\$13.03 per hour	\$16.00 per hour
33% mark up	40% mark up
\$5.4M per year	\$9.5M per year

Add – Overflow Call Center

- Center assists with workload during high call volume peaks
- Seamless to the customer
- Boosts service level up to 90% (currently at 47%)

Cost of
Overflow Center
approx. \$2.0M



Benefits

Benefits of converting contractors to FTEs

- Reduces risk by utilizing FTEs to perform base workload
- Allows the best CSRs to
- Reduces CSR attrition
- Lowers training and re-staffing costs

Benefits of shifting temporary employees to contract

- Allows employees to remain on assignment for multiple years
- Provides benefits to the employee
- Lowers training and re-staffing costs

Benefits of adding overflow contact center

- Increases service level
- Reduces call wait time
- Increases speed of answer
- Improves overall customer service



Upcoming RCAs

**Extend Current Staffing Contract
(\$2.5M)**

RCA to Council in
June 2016

**Convert 42 Contractors to FTEs
(\$1.0M)**

Budget Work Sessions
August 2016

**Implement New Staffing Contract
(\$9.5M)**

RCA to Council in
August 2016

**Overflow Call Center Vendor Contract
(\$2.0M)**

RCA to Council in
September 2016



Thank you

Questions